

MC0 3900_15 MC Combat Development Process

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10 May 93

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From: Commandant of the Marine Corps

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Documentation and Reports

(b) MC0 5311.1, Table of Organization (T/O) Management
Procedures

(c) MC0 5320.15, Marine Corps System of Occupational Field
(OccFld) Specialists

(d) MC0 5400.48, Procedures for Implementing Marine Corps
Force Structure Changes

Encl: (1) LOCATOR SHEET

1. Purpose. To establish the Combat Development Process (CDP) employed by the Marine Corps to identify, obtain, and support necessary combat capabilities.

2. Scope. This Manual defines the various systems that comprise and support the CDP. It also describes the functions of various agencies involved with the CDP, and delineates responsibilities for CDP products. This Manual presently captures only the overarching implications of the CDP.

3. Information. The CDP is currently being modeled for the first time using a standardized Department of Defense (DoD) modeling technique known as Integrated Definition. The model diagrams will detail in graphic and narrative form the complete functions and responsibilities for the CDP and its products. The CDP diagrams will be used by the Commanding General, Marine Corps Combat Development Command (CG MCCDC) as a basis to conduct continuous functional process management and improvement. The CDP must be frequently adjusted to remain relevant and ensure that products meet user needs. Thus, change will be inherent to effective CDP management. As these models are completed, the CG MCCDC will promulgate them as appendixes to this Manual. Periodic changes to the models can be anticipated thereafter.

4. Background

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a. Since 1985, the DoD has been involved in efforts to streamline and solidify its processes for requirements determination and materiel acquisition. In 1986, the Packard Commission recommended that new procedures be established to

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improve defense management and organization. In that same year, the Goldwater-Nichols Act reorganized the DoD and strengthened civilian authority. Additionally, Government efforts to reduce the national debt through deficit reduction have provided further impetus to ensure that programs, and in particular defense programs, are justified on the basis of their specific contribution to the Nation.

b. Responding to the evolutionary DoD acquisition process, the Marine Corps began the formalization of its CDP in November 1987, with the creation of MCCDC and the Marine Corps Research, Development and Acquisition Command (MCRDAC). MCRDAC was subsequently redesignated the Marine Corps Systems Command (MARCORSYSCOM) in 1992. Publication of revisions to the DoD 5000 series of instructions in February 1991, provided guidelines to more closely link the functions of requirements determination and materiel acquisition. The Marine Corps subsequently established an integrated process for all of its requirements categories, not just equipment requirements. The process used to develop doctrine, organization, training and education, and facilities and support requirements is modeled after the process mandated by the DoD 5000 series of directives for equipment acquisition. The initial phase of the CDP is viewed as the most critical because it maximizes the Marine Corps' opportunity to compete effectively for resources in all types of resource environments and efficiently allocate those resources received.

c. The CDP, as described in this Manual, has consolidated many diverse functions into a single integrated process. It is a process that not only identifies requirements and develops capabilities, but also provides support for the capabilities that are obtained - in essence, a "cradle to grave" process. The process provides the methodology to evaluate all solutions to validated deficiencies and select those that provide the greatest returns on investments.

5. Action. This Manual takes precedence over all Marine Corps directives that relate to combat development as defined herein. As reviews of Marine Corps directives occur, they will be updated to reflect the contents of this Manual.

6. Recommendation. Recommendations concerning the contents of the Marine Corps Combat Development Process are invited. Such recommendations will be forwarded to the CG MCCDC (C 061) via the appropriate chain of command.

7. Reserve Applicability. This Manual is applicable to the Marine Corps Reserve.

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8. Certification. Reviewed and approved his date.

W. E. BOOMER
Assistant Commandant
of the Marine Corps

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MARINE CORPS COMBAT DEVELOPMENT PROCESS

CHAPTER 1

THE COMBAT DEVELOPMENT PROCESS

SECTION 1: REQUIREMENTS GENERATED WITHIN THE MARINE CORPS

1100. GENERAL. The CDP determines battlefield requirements and provides the resources necessary to produce combat ready Marine Air-Ground Task Forces (MAGTF). Battlefield requirements are evolved through the three functional, interdependent systems that comprise the CDP. These systems include the Concept Based Requirements System (CBRS), the Solution Development System (SDS), and the Capability Support System (See figure 1-1). Another system, the automated Capability Review System (CRS), provides management support to the CDP and will be described later in this chapter.

COMBAT DEVELOPMENT PROCESS

OVERVIEW

CONCEPT - CMC PLANNING GUIDANCE

BASED - DEVELOP CONCEPTS

REQUIREMENTS - ESTABLISH/ASSESS CAPABILITIES

SYSTEM - DETERMINE REQUIREMENTS

SOLUTION - MEET THE REQUIREMENT

DEVELOPMENT -- DOCTRINE

SYSTEM -- EQUIPMENT

-- TRAINING & EDUCATION

-- ORGANIZATION

-- FAC/SUPPORT

CAPABILITY - SUPPORT THE CAPABILITY
SUPPORT -- UPDATE
SYSTEM -- MAINTAIN
-- REVIEW

COMBAT DEVELOPMENT: A CRADLE TO GRAVE PROCESS

Figure 1-1. -- Combat Development Process Overview

1101. CONCEPT BASED REQUIREMENTS SYSTEM CBRS is used to develop operational, functional, and tactical concepts that lead to the development of combat capabilities. It employs a planned approach that compares current doctrine, tactics, techniques, procedures, equipment, and facilities and support to national policy and strategy and projections of future threats and technological advances. CBRS consists of three components; Concept Development, Deficiency Identification, and Requirements Determination.

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1. Concept Development. Anyone who envisions a more effective method of operation or recognizes a deficiency in the way the Marine Corps employs forces, can propose a new concept. The process begins by submitting a Concept Statement, via the chain of command, to CG MCCDC for formal evaluation. If further development is approved by CG MCCDC, a potential concept will undergo intense research, coordination, and validation. If favorable staffing results are attained on the draft concept, it will be forwarded to CG MCCDC for approval and formal inclusion into the CDP. Guidance for concept development is derived from various documents such as:

a. External guidance

(1) Defense Planning Guidance (DPG);

(2) National Military Strategy Document (NMSD);

(3) Department of the Navy Consolidated Planning and Programming Guidance (DNCPPG).

b. Commandant's Planning Guidance (CPG). Formerly known as the Marine Corps Campaign Plan, the CPG is the foundation document for Marine Corps planning. It is normally published within the first 6 months of the Commandant's tenure, and is revised thereafter as required based on changes in the NMSD or other pertinent directives. The CPG provides direction for Marine Corps planners. It is the basis for the development of the Marine Corps Master Plan (MCMP). Throughout the Commandant's tenure, additional guidance is derived and inferred from other official documentation such as policy decisions.

c. Marine Corps Master Plan. Formerly known as the MAGTF Master Plan, the MCNP is the keystone document within the CDP. It explains concepts, capabilities, and goals considered essential to accomplish the Marine Corps' mission 20-30 years into the future and provides mid-range direction (2 - 10 years out) to the Planning, Programming, and Budgeting System (PPBS). Drafted every

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2 years by CG MCCDC and approved by CMC, the MCMP articulates the Marine Corps' operational requirements for doctrine, organization, training and education, equipment, and facilities and support. This plan directly links operational planning to programming for new equipment and weapon systems initiatives. The MCMP identifies prioritized implementing actions to guide the programming and budgeting aspects of the PPBS in order to achieve Fleet Marine Force (FMF) capabilities.

d. Supporting Establishment Master Plan (SEMP). The SEMP, drafted by the Deputy Chief of Staff for Installations and Logistics (DC/S I&L), is developed concurrently with the MCMP. The SEMP coordinates resource requirements between the operating forces and the supporting establishment to achieve maximum support for the objectives listed in the MCMP.

2. Deficiency Identification. Concept development may identify deficiencies in Marine Corps capabilities. CG MCCDC bears the

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responsibility for determining how to best resolve these deficiencies. CG MCCDC also may identify deficiencies through review of:

- a. Mission Area Analyses (MAA) findings;
- b. Functional Area Analyses (FAA) findings, in coordination with DC/S I&L;
- c. SEMP information;
- d. FMF and non-FMF unit input in the form of FMF Operational Needs Statements (FONS) per MC0 3900.4, Marine Corps Program Initiation and Operational Requirements Documents;
- e. Marine Corps Lessons Learned System (MCLLS) input as validated by the Remedial Action Program (RAP);
- f. Unified Commander in Chiefs' Integrated Priority Lists (CINCs' IPL's);
- g. Formal Marine Corps Studies Program information;
- h. Marine Expeditionary Force (MEF) and Force Headquarters Remedial Action Program (RAP) process inputs; and
- i. other Service or defense agency requirements documents.

3. Requirements Determination. Requirements determination combines analytical skills and military judgment to determine the most efficient and effective manner to resolve deficiencies identified in any of five requirements categories: doctrine, organization, training and education, equipment, and facilities and support. These deficiencies are formally analyzed by CG MCCDC and assessed against the future environment as portrayed in the MCMP. Nonmateriel solutions are considered first and are preferred. Only when a nonmateriel solution is not feasible will a materiel solution be pursued. A capability deficiency may indicate the need for change in any or all of the requirements categories.

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4. Capability Review System. The CRS, maintained by CG MCCDC, is the automated repository of all information pertaining to required capabilities and actions necessary to attain those capabilities (See figure 1-2). Within this system, the Requirements Catalog specifically tracks those actions that are approved for development. While many good ideas will compete for development, the limited availability of Service resources will preclude full exploitation of all proposals. As limiting factors increase, decisions may have to be made to discontinue development efforts on important initiatives. The CRS provides CG MCCDC, and other interested parties, with the means to track essential information pertaining to such initiatives by keeping information available for reconsideration when conditions for further development are favorable.

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%G P3900_1. PCX; FIGURE 1-2. -- CAPABILITY REVIEW SYSTEM

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1102. SOLUTION DEVELOPMENT SYSTEM (SDS). This system presents parallel methods for overcoming deficiencies identified through the CBRS in doctrine, organization, training and education, equipment, and facilities and support. (See figure 1-3)

1. System Model. The SDS is modeled after the process mandated by the DoD 5000 series of instructions for equipment acquisition. In each case there will be a need statement, a recommended solution resulting from studies or analysis, and a requirements document.

a. Need Statement. The need statement describes the deficiency as it relates to a particular requirement category but does not discuss the need in terms of a specific solution. It includes the results of applicable MAA's and/or other official sources identifying the deficiency. The need statement identifies potential solution alternatives. It also examines the current and future threat.

b. Study/Analysis. Using Marine Corps, DoD or contracted assets, studies or analyses are conducted to aid the decision maker in judging whether or not any of the proposed alternatives developed in response to the need statement offer sufficient military benefit to justify the cost of committing resources to further develop a solution to the deficiency.

c. Requirements Document. Study or analysis results will be considered in the development of a requirements document. A requirements document may either further define the solution to the deficiency or embody the solution itself. For example, an equipment related requirements document will be passed to Commander, MARCORSYSCOM (COMMARCORSYSCOM) for further development; whereas, a doctrine requirements document will be the doctrinal publication itself.

2. Applications. Following the general outline described above, requirements deficiencies are addressed as follows:

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a. Doctrine. Doctrinal changes follow two paths: internal Marine Corps doctrine and Joint doctrine.

(1) Internal Marine Corps Doctrine. Doctrine Need Statements (DNS) are drafted by CG MCCDC based on doctrinal requirements specified in the MCMP, MAA's, or as validated by CG MCCDC. Once approved by the Assistant Commandant of the Marine Corps (ACMC), DNS's are recorded in the Requirements Catalog and developed into coordinating drafts. The drafts are staffed and, once approved by CG MCCDC, are published as doctrinal publications.

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%G P3500_2. PCX; FIGURE 1-3. -- SOLUTION DEVELOPMENT SYSTEM

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(2) Joint Doctrine

(a) Project Proposal. A specific requirement for joint doctrine is identified by a Service, CINC, or other organization.

(b) Program Directive. This document, issued by the Director, Operational Plans and Interoperability (J-7), Joint Staff, designates the Lead Agent (LA) for the publication. It specifies the scope of the publication and the Joint Staff doctrine sponsor, and also provides references, title, publication number, and milestones. The LA designates the Primary Review Authority (PRA) and, if required, the Technical Review Authority.

(c) Initial and Final Draft. The initial draft is written by the LA/PRA and staffed throughout the Services. The final draft incorporates the recommendations from the initial staffing and is then re-staffed as a final review.

(d) Final Publication. The results of the final review are incorporated into a proposed final publication which is staffed in accordance with Memorandum of Policy (MOP) Number 9, and subsequently issued by the Chairman, Joint Chiefs of Staff (CJCS) as approved joint doctrine.

b. Organization. Identified FMF organizational deficiencies are documented in an Organization Need Statement (ONS). ONS's are drafted by CG MCCDC and staffed to cognizant agencies, to include Military Occupational Specialty (MOS) sponsors. They are forwarded for approval to ACMC and are recorded in the Requirements Catalog. ONS's document revisions to an organization's mission, tasks, and concept of employment. Approved ONS's are provided to the appropriate functional-level structure sponsor, who:

(1) develops a new Table of Organization (T/O), to include T/O mission statement, and, if necessary, reallocates resources from within the applicable functional area or requests a structure realignment from the FMF structure sponsor (CG MCCDC);

(2) conducts a Table of Equipment (T/E) review to determine

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if a change is required; and

(3) reviews the Maritime Prepositioning Force and Norway Air Landed MAGTF force lists and equipment lists for necessary changes.

Organizational requirements are completed with Commandant of the Marine Corps (CMC) approval of the T/O. When appropriate, Marine Corps bulletins in the 5400 series are published to implement organizational changes per reference (d).

c. Training and Education. Training and education deficiencies as identified in the MCMP, MAA's, or as validated by MCCDC through such actions as Course Content Review Boards, will be documented in Training and Education Need Statements (T&ENS).

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(1) Training and Education Need Statements. T&ENS's are drafted by CG MCCDC, staffed to cognizant agencies to include MOS sponsors, and forwarded to ACMC for approval. Once approved, these documents are recorded in the Requirements Catalog and then enter the Training and Education Development Process at MCCDC.

(2) Statement of Requirement (SOR). Solutions to training and education deficiencies, as identified by the Training and Education Development Process, will be documented in a SOR. SOR's that impact on training programs will remain within the Training and Education Division of MCCDC for further development action. Those SOR's that impact on education programs will be forwarded to the President, Marine Corps University, MCCDC, for appropriate consideration and incorporation into professional military education programs. Those SOR's that result in changes to training equipment will enter the equipment solution system described below.

d. Equipment. Equipment solutions are developed in accordance with the DoD 5000 series of instructions as follows:

(1) Mission Need Statement (MNS). Once a warfighting deficiency has been assessed through the MAA, MCMP, or RAP processes as requiring an equipment solution (nonmateriel solution infeasible), a MNS will be drafted by CG MCCDC. It is then staffed, forwarded for approval to ACMC, and returned to MCCDC for registration in the Requirements Catalog resident within the CRS.

(2) Cost and Operational Effectiveness Analysis (COEA). Based on funding priorities and availability, a COEA will be conducted under the sponsorship of MCCDC. The COEA considers alternatives to satisfying the equipment deficiencies. The COEA is a critical part of the acquisition system and is mandated by the DoD 5000 series of instructions.

(3) Operational Requirements Document (ORD). Milestone I (decision point within the acquisition process which leads to program initiation) COEA results will be considered in the development of the ORD which further defines system requirements to the equipment deficiency. Other analyses may also be required in the development of the ORD. These may include, but are not limited to, a reliability, availability and maintainability analysis; a mission profile analysis; and a combat active replacement factor analysis. Drafted and staffed by CG MCCDC, ORD's are approved by

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ACMC. An ORD provides the vehicle for the solution to enter the acquisition system at either the MARCORSYSCOM for Marine Corps funded programs, or one of the Navy Systems Commands for Navy funded programs. CG MCCDC then works in coordination with COMMARCORSYSCOM and, for Navy programs, DC/S Plans, Policy and Operations (PP&O) and DC/S Aviation (A) for the life of a program to ensure that acquisition decisions consistently reflect warfighting requirement priorities.

e. Facilities and Support. Facilities and support deficiencies identified in the MCMP, MAA's, FAA's, or those validated by MCCDC are documented in Support Need Statements (SNS' s).

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(1) SNS' s are drafted by CG MCCDC in coordination with DC/S I&L, staffed, and forwarded to ACMC for approval. They are then recorded in the Requirements Catalog.

(2) An analysis of the deficiency specified in the SNS is conducted and staffed by I&L and MCCDC.

(3) A favorable analysis results in an initial project document, developed by DC/S I&L, that is passed via DC/S Requirements and Programs (R&P) to ACMC for approval.

(4) The initial project document is returned to DC/S I&L. All necessary guidance is then developed before forwarding the project to the appropriate base or station where a final project document is developed.

(5) The project then becomes a new initiative in the military construction programming process and is reflected in the next update of the SEMP.

f. National Guard and Reserve Equipment Appropriation (NGREA). NGREA provides for Congressional support of the Marine Reserve Force (MARRESFOR) apart from funding authorized in the Program Objective Memorandum (POM). NGREA funds may be either discretionary or nondiscretionary. Discretionary funding may be applied to previously identified equipment deficiencies in the MARRESFOR. Non-discretionary funding is directed by Congress toward a particular equipment deficiency solution. DC/S, Manpower and Reserve Affairs (M&RA), monitors potential equipment deficiencies identified by the MARRESFOR and coordinates with CG MCCDC to determine the validity of these deficiencies once they have been inducted into the CDP. NGREA funding is applied to those deficiencies validated by the CDP. DC/S M&RA will conduct further coordination with the MARRESFOR and Congressional sources for those NGREA funds directed toward deficiencies which have not been validated by the CDP.

3. FMF POM Development Process. During each POM development year, all approved MNS' s and ORD' s are considered by an FMF Program Evaluation Group (PEG). The PEG is conducted by MCCDC and includes representation from Marine Forces Atlantic, Marine Forces Pacific, and the MARRESFOR. The PEG produces a prioritized list of equipment requirements based on fiscally unconstrained warfighting needs. This list is then integrated with non-FMF initiatives for a cost benefit analysis by the POM Working Group (PWG). The PWG, under the cognizance of DC/S R&P, coordinates initial staff action

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for development of the Marine Corps submission to the Department of
the Navy (DON) POM. The PWG is composed of representatives of the
following organizations and representatives from other agencies as
deemed necessary by DC/S R&P.

DC/S Plans, Policy and Operations
DC/S Manpower and Reserve Affairs
DC/S Aviation

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DC/S Installations and Logistics
CG Marine Corps Combat Development Command
Commander Marine Corps Systems Command
DC/S Requirements and Programs
AC/S Command, Control, Communications, Computers,
and Intelligence
Fiscal Director of the Marine Corps
Legislative Assistant to CMC

a. The PWG's primary tasks during program development are
identification of major deficiencies and prioritization of
initiatives within the total Marine Corps program.

b. The PWG constructs a complete 6-year program, integrating
all appropriations, that complies with guidance and priorities
while remaining within fiscal constraints.

c. The PWG presents the recommended Marine Corps program to
the Program Review Group for evaluation and adjustment prior to
its submission to the Executive Steering Group for approval and
eventual incorporation into the DON POM.

1103. CAPABILITY SUPPORT SYSTEM

1. General. Once resource allocations are approved to implement
a need, formalized support systems in each requirement category are
developed and activated to ensure that the solution remains
relevant and sustains the capability for which it was developed.
At a minimum, all requirements will be assessed every 2 years
through either the MAA update cycle or the update of the MCMP.

2. Life Cycle Management. SECNAVINST 5400.15 assigns
responsibility for the life cycle management of Marine Corps
weapons and equipment to the COMMARCORSSYSCOM. The life cycle of
weapons and equipment systems begins when an acquisition program is
initiated and continues until the system is retired from the
inventory. Life cycle management applies to a system over its
entire life, with emphasis on strengthening early decisions which
shape costs and utility. Life cycle management includes the
acquisition of additional systems, the acquisition of spare parts,
configuration control of the fielded systems, modification of the
systems, acquisition/modification of requisite training devices
that support fielded systems, the collection and analysis of
maintenance data, and disposal of the system once it is retired
from inventory.

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%G P3500_3.PCX; FIGURE 1-4. --MACRO VIEW OF COMBAT DEVELOPMENT PROCESS

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MARINE CORPS COMBAT DEVELOPMENT PROCESS

CHAPTER 1

COMBAT DEVELOPMENT PROCESS

SECTION 2: JOINT SERVICE AND INTEROPERABILITY REQUIREMENTS

1200. GENERAL. Some Marine Corps requirements are generated or managed by other Services or agencies outside the Marine Corps, e.g., U.S. Navy, the National Security Agency (NSA), and the Department of State (DOS). All requirements, both Marine Corps unique and those with joint application as certified by the Joint Staff, will be pursued through the CDP.

1. To ensure joint compatibility and interoperability of C4I systems with the CINCs, DOS and NSA, C4I requirements must be staffed through all of the Services. In addition, the Director, Command, Control and Communications System (J-6), Joint Staff, will provide interoperability certification for all C4I MNS's and ORD's as part of the validation process per CJCS MOP 77.

2. Coordination with the U.S. Navy and other Services or agencies as appropriate is essential to effect solutions for identified deficiencies in amphibious, prepositioning, aviation, signals intelligence (SIGINT), communications security (COMSEC), physical security equipment, and Marine Corps Security Force requirements that involve Navy-sponsored appropriation categories. Similarly, coordination with the DOS and the NSA is necessary to evaluate the requirements for the Marine Security Guard (MSG) Battalion and COMSEC.

1201. AMPHIBIOUS, PREPOSITIONING, AND AVIATION REQUIREMENTS. Deficiencies in these areas may be identified either by CG MCCDC (using the MCMP, MAA's, or information submitted by activities outside MCCDC) or by DC/S PP&O or DC/S A working in coordination with the Navy staff. Deficiencies identified by DC/S PP&O or DC/S A will be forwarded to CG MCCDC for incorporation into the CDP. There are three basic types of requirements:

1. Green Requirements. The Marine Corps is solely responsible for the development and budgeting of these requirements.

2. Joint Green/Blue Requirements. The Navy is responsible for the development and budgeting of these requirements. However, these requirements directly impact on Marine Corps doctrine, organization, training and education, equipment, or facilities and support. The Marine Corps may initiate joint green/blue requirements.

3. Blue Requirements. The Navy is responsible for the development and budgeting of these requirements. From these

MCO 3900_15 MC Combat Development Process requirements, the Navy develops doctrine, organization, training and education, equipment, or facilities and support required to support Marine Corps needs. The Marine Corps may initiate blue requirements.

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1202. MARINE CORPS SECURITY FORCE (MCSF) REQUIREMENTS. The Marine Corps is responsible for training and providing common Marine Corps equipment to the MCSF for security of selected Navy facilities and vessels. Requirements for MCSF's can be developed by either the Navy or the Marine Corps. DC/S PP&O is responsible for coordinating MCSF requirements with the Navy and ensuring that MCSF needs are identified and provided to CG MCCDC for incorporation into Marine Corps requirements documentation.

1203. MARINE SECURITY GUARD BATTALION REQUIREMENTS. The Marine Corps provides qualified Marines to the DOS in support of U.S. Embassy security. The DOS provides all weapons and equipment for the MSG Battalion. DC/S PP&O is the lead agency for coordinating all MSG Battalion requirements.

1204. SIGNALS INTELLIGENCE REQUIREMENTS. To ensure Marine Corps adherence with United States SIGINT System (USSS) policies and regulations, the AC/S C4I is the lead agent for coordinating Marine Corps SIGINT requirements, to include compartmented requirements.

1205. COMMUNICATIONS SECURITY EQUIPMENT REQUIREMENTS. AC/S C4I is the lead agent for coordination of all Marine Corps COMSEC equipment requirements.

1206. PHYSICAL SECURITY EQUIPMENT (PHSE) REQUIREMENTS. DC/S PP&O will ensure that PHSE deficiencies are identified and provided to CG MCCDC for incorporation into Marine Corps requirements documentation.

1207. STRATEGIC MOBILITY REQUIREMENTS. Although strategic mobility initiatives are normally budgeted for and managed by other Services or DoD agencies, Marine Corps mobility requirements must be considered and factored in during development of strategic mobility initiatives. To ensure Marine Corps compatibility with strategic mobility assets, other Service and external agency mobility initiatives will be reviewed by MCCDC in coordination with appropriate HQMC staff, primarily the DC/S PP&O, DC/S I&L, and DC/S R&P. Action to correct validated deficiencies will be pursued through the CDP and the Joint Requirements Oversight Council (JROC).

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CHAPTER 2

ORGANIZATIONAL ROLES AND FUNCTIONS

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MARINE CORPS COMBAT DEVELOPMENT PROCESS

CHAPTER 2

ORGANIZATIONAL ROLES AND FUNCTIONS

2001. COMMANDANT OF THE MARINE CORPS. The Commandant has overall responsibility for combat development and provides guidance to focus combat development efforts.

2002. DEPUTY CHIEF OF STAFF FOR PLANS, POLICIES, AND OPERATIONS (DC/S PP&O)

1. Provides Ground Combat Element (GCE) sponsorship input to the CG MCCDC during updates of the FMF Troop List.

2. Performs non-FMF functional-level structure sponsorship functions for those organizations assigned by reference (b).

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3. As the GCE functional-level structure sponsor, develops appropriate T/O's and T/E's consistent with ONS's and mission, tasks, and concept of employment information developed by CG MCCDC.
4. Provides input to CG MCCDC in drafting GCE and facilities and support requirement portions of the MCMP.
5. Coordinates with CG MCCDC on Joint Service considerations related to the MCMP and other internal Marine Corps plans.
6. Coordinates with CG MCCDC on the establishment of amphibious and prepositioning requirements.
7. Represents Marine Corps interests for amphibious support.
8. Provides input as requested by CG MCCDC on GCE related issues that are developed through the CDP.
9. Performs Occupational Field (OccFld) sponsorship functions per reference (c).
10. Provides input to and advises CG MCCDC and COMMARCORSYSCOM on physical security design considerations related to the facilities requirement portions of the MCMP.
11. Advises CG MCCDC and COMMARCORSYSCOM on MSG and MCSF requirements for which the Marine Corps is responsible.
12. Acts as coordinating and oversight authority for implementing CMC policy in security assistance and technology transfer matters.
13. Provides policy guidance to CG MCCDC on Marine Corps involvement in Low Intensity Conflict.
14. Provides policy guidance to CG MCCDC on Marine Corps involvement in counter-drug programs.

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15. Provides policy guidance to CG MCCDC on required Marine Corps special operations capabilities for forward presence forces.
16. Provides organizational representation to the Remedial Action Program.
17. Provides organizational representation to the Studies Program Review Committee.

2003. DEPUTY CHIEF OF STAFF FOR MANPOWER AND RESERVE AFFAIRS
(DC/S M&RA)

1. Acts as the Commandant's representative in performing Marine Corps-level structure sponsorship functions.
2. Acts as the non-FMF force-level structure sponsor. As such, DC/S M&RA is responsible for maintaining balance and alignment of the non-FMF through allocation of manning and structure to the non-FMF functional-level structure sponsors.
3. Performs non-FMF functional-level structure sponsorship

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functions for those organizations assigned by reference (b).

4. Manages the Table of Manpower Requirements data base.
5. Maintains T/O's and T/O mission statements for all Marine Corps commands and activities and for all Marine Corps requirements in external activities.
6. Assists CG MCCDC and COMMARCORSYSCOM in developing manpower and personnel requirements in support of the system acquisition process.
7. Acts as the chairman for the HQMC Civilian Review Committee.
8. Performs OccFld sponsorship functions per reference (c).
9. Coordinates the civilian personnel requirements prioritization process.
10. Implements civilian personnel resource allocation decisions.
11. Sponsors the Manpower Mission Area Analysis for CG MCCDC.
12. Initiates the development of the FMF Troop List by producing manning controls.
13. Assists all structure sponsors with Reserve matters in the development of force structure under their purview.
14. Provides manpower input to CG MCCDC during drafting of Supporting Establishment portions of the MCMP and to DC/S I&L in drafting the manpower portion of the SEMP.

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15. Provides input as required by CG MCCDC on manpower related issues developed through the CDP.
16. Provides organizational representation to the Remedial Action Program.
17. Provides organizational representation to the Studies Program Review Committee.
18. Coordinates with CG MCCDC on Joint Service considerations related to manpower issues in the MCMP or other internal Marine Corps plans.

2004. DEPUTY CHIEF OF STAFF FOR AVIATION (DC/S A)

1. Provides Aviation Combat Element (ACE) sponsorship input to MCCDC during updates of the FMF Troop List.
2. Performs non-FMF functional-level structure sponsorship functions for those organizations assigned by reference (b).
3. As the ACE functional-level structure sponsor, develops appropriate T/O's and T/E's consistent with ONS's and mission, tasks, and concept of employment information developed by CG MCCDC.

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4. Develops appropriate Navy allowance lists, in coordination with cognizant Navy Systems Commands and support activities/agencies, for aircraft logistic support consistent with ONS's, missions, tasks, and concept of employment information developed by CG MCCDC.
5. Provides input to CG MCCDC in drafting ACE and facilities and support requirement portions of the MCMP.
6. Advises CG MCCDC and cognizant Navy commands/agencies on technical matters relating to the development of aviation, aviation ground support, and air command and control systems capabilities.
7. Provides input as requested by CG MCCDC on ACE related issues that are developed through the CDP.
8. Coordinates with the Navy on Marine Corps aviation issues.
9. Provides organizational representation to the Remedial Action Program.
10. Provides organizational representation to the Studies Program Review Committee.
11. Performs OccFld sponsorship functions per reference (c).

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2005. DEPUTY CHIEF OF STAFF FOR INSTALLATIONS AND LOGISTICS (DC/S I&L)

1. Provides Combat Service Support Element (CSSE) sponsorship input to CG MCCDC during updates of the FMF Troop List.
2. Performs non-FMF functional-level structure sponsorship functions for those organizations assigned by reference (b).
3. As the CSSE functional-level structure sponsor, develops appropriate T/O's and T/E's consistent with ONS's and mission, tasks, and concept of employment information developed by CG MCCDC.
4. Provides input to CG MCCDC in drafting CSSE and Supporting Establishment portions of the MCMP.
5. Solicits HQMC, MCCDC, MARCORSYSCOM and Supporting Establishment input in the development of the SEMP.
6. Provides guidance via the SEMP to facilitate implementation of Supporting Establishment actions contained in the MCMP.
7. Provides input as requested by CG MCCDC on CSSE related issues that are developed through the CDP.
8. Provides organizational representation to the Remedial Action Program.
9. Provides organizational representation to the Studies Program Review Committee.
10. Provides technical expertise for CSSE, Supporting Establishment, and strategic mobility and transportation matters in the CDP.

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11. Develops Service policy for the Foreign Military Sales portion of Security Assistance, and in this capacity, coordinates with DC/S PP&O for Security Assistance policy direction. DC/S I&L also coordinates with COMMARCORSSYSCOM for execution of the Foreign Military Sales program.

12. Provides the service headquarters logistical expertise for Maritime Prepositioning Force, land prepositioning, and strategic mobility and transportation matters.

13. Performs OccFld sponsorship functions per reference (c).

14. Conducts PEG's for I&L-sponsored, non-FMF procurement, Marine Corps items; Operations and Maintenance, Marine Corps; Military Construction; and Family Housing, Marine Corps; appropriations categories.

15. Publishes guidance to Supporting Establishment commanders in the form of facilities support requirements to aid in the identification of facilities deficiencies.

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16. Reviews input submitted to determine requirements for FAA's.

17. Coordinates with CG MCCDC to incorporate approved FAA findings into POM development and programming action.

18. As HQMC focal point for strategic mobility and transportation matters, coordinates with CG MCCDC and DC/S R&P in reviewing Marine Corps compatibility with other Services' and DoD agencies' mobility initiatives.

2006. DEPUTY CHIEF OF STAFF FOR REQUIREMENTS AND PROGRAMS (DC/S R&P)

1. Coordinates the development and documentation of Marine Corps programs and the Marine Corps portion of the DON POM

2. Serves as the HQMC principal point of contact for all program planning aspects of the DoD PPBS.

3. Serves as HQMC point of contact for the JROC, DNCPPG, Joint Chiefs of Staff (J-8), CINCs' IPL's, and DPG development and review.

4. Conducts independent assessments (separate from MCCDC), such as affordability, to determine the ability to attain warfighting capabilities.

5. Analyzes existing and proposed Marine Corps policies and programs to identify potential effects on fiscal, manpower, and materiel resources.

6. In coordination with the FDMC, monitors all budget reviews.

7. Monitors the development and progress of all Navy program issues for items of interest to the Marine Corps.

8. Reviews COEA proposals for Acquisition Category (ACAT) I, II,

MC0 3900_15 MC Combat Development Process and III programs and forwards them for approval to the Assistant Secretary of the Navy for Research, Development, and Acquisition (RD&A). (COMMARCORSSYSCOM approves ACAT IV proposals.)

9. Conducts staff review of operational requirements documents for fiscal affordability prior to their submission to ACMC for approval.
10. Reviews manning controls for the FMF Troop List and forwards them to CG MCCDC.
11. Reviews the FMF Troop List prior to its submission to CMC for approval.
12. Chairs the Program Review Committee and the POM Working Group.
13. Reviews the non-FMF Manpower Accounting System.
14. Provides organizational representation to the Remedial Action Program.

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15. Provides organizational representation to the Studies Program Review Committee.
16. Provides affordability assessments required by DoD 5000 series of instructions for acquisition program milestone decisions beginning at Milestone I.

2007. ASSISTANT CHIEF OF STAFF, COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (AC/S C4I)

1. Assists all structure sponsors with C4I matters in the development of force structure under their purview.
2. Performs non-FMF functional-level structure sponsorship functions for those organizations assigned by reference (b).
3. Performs OccFld sponsorship functions per reference (c).
4. Performs functions assigned under MC0 5231.1, Life Cycle Management of Automated Information Systems (AIS) Projects, for the acquisition, design, development, operation, maintenance, management and termination of all AIS projects, with the exception of those integral to or embedded in a weapon system, that are used exclusively for cryptologic activities, or that are Navy-funded in support of Navy and Marine Corps aviation.
5. Advises CG MCCDC on technical matters relating to the development of C4I capabilities.
6. Advises CG MCCDC and COMMARCORSSYSCOM on interoperability requirements.
7. Coordinates development of C4I plans with CG MCCDC.
8. Advises MCCDC on developments in national-level C4I policy and programs that impact on Marine Corps requirements and programs.
9. Provides DoD component intelligence support per reference (a).

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As Director, USMC Intelligence Activity:

- a. serves as the USMC threat validation authority for the CDP;
- b. prepares threat estimates for the MCMP;
- c. assesses and documents the threat to proposed concepts or systems in a system threat assessment at each milestone decision point beginning with Milestone I; and
- d. prepares the written Intelligence Report for ACAT II and III programs for all milestone decision points.

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10. Serves as the Service Cryptologic Element Head for the Marine Corps.
11. Coordinates the activities of the Information Systems Working Group and the Automated Data Processing PEG.
12. Provides organizational representation to the Remedial Action Program
13. Provides organizational representation to the Studies Program Review Committee.

2008. COMMANDING GENERAL, MARINE CORPS COMBAT DEVELOPMENT COMMAND. CG MCCDC is responsible to the CMC for the implementation, execution, and management of the CDP. General responsibilities include coordination with HQMC, MARCORSYSCOM, field commands, and MARRESFOR on matters pertaining to combat development. Specific MCCDC Combat Development responsibilities are to:

1. Produce the Commandant's Planning Guidance.
2. Develop, assess, and promulgate operational and functional concepts.
3. Manage the Concept Based Requirements System
4. Serve as the sponsor for all MAGTF warfighting MAA's and the training MAA's.
5. Produce the Marine Corps Master Plan.
6. Determine, staff, and validate operational requirements for doctrine, organization, training and education, equipment, and facilities and support.
7. Implement corrective action and direct Marine Corps efforts to overcome warfighting deficiencies identified through the CBRS.
8. Translate MCMP objectives into prioritized MAGTF warfighting requirements for use in the development of the Marine Corps' input to the DON POM
9. Assist COMMARCORSYSCOM in the focus of long-range research and development for equipment.

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10. Monitor the execution of the programs designed to achieve warfighting capabilities.
 11. Manage the Capability Review System.
 12. Provide and operate the MCLLS.
 13. Sponsor the Marine Corps Remedial Action Program.
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14. As the FMF force-level structure sponsor, assess, develop, and recommend to the Commandant all initiatives concerning FMF Force Structure to include:
 - a. Recommending the Force Structure of the MAGTF by the production of the FMF Troop List.
 - b. Developing and proposing new FMF organizational mission, tasks, and concept of employment information to HQMC for review and to the CMC for approval.
 - c. Reviewing all T/O change recommendations received from DC/S M&RA for validation considering FMF structure impact.
 - d. Providing Command Element (CE) functional-level structure sponsorship input during updates to the FMF Troop List.
 - e. Providing FMF structure and manning controls to FMF functional-level structure sponsors to support development of the FMF Troop List.
 - f. Coordinating with appropriate functional-level structure sponsors in the development of manning proposals as displayed in the FMF Troop List.
 - g. Establishing the relative priority for all FMF related structure and manning initiatives, to include Selected Marine Corps Reserve (SMCR), for competition in the POM
 15. As the CE functional-level structure sponsor, develop appropriate T/O's and T/E's consistent with ONS's and applicable mission, tasks, and concept of employment information.
 16. Perform non-FMF functional-level structure sponsorship functions for those organizations assigned by reference (b).
 17. Develop and implement policy, plans, standards, and programs for all training and education of regular and reserve Marine Corps personnel and units.
 18. Develop policy, plans, standards, and programs for all Marine Corps formal schools and formal training conducted at other Service schools.
 19. Act as program sponsor for training and education to include resource programming and budgeting for these programs.
 20. Conduct or monitor contractor-performed Milestone I COEA's.
 21. Assess attainment of MAGTF operational capabilities specified in the MCMP and recommend priorities for POM new equipment

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initiatives based on overall benefit (urgency, breadth of
application, effectiveness, etc.) to the Marine Corps.

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22. Conduct the Marine Corps Studies Program to include
proposing priorities and the areas of concentration.

23. Provide Marine Corps Wargaming and Combat Simulation
support.

2009. COMMANDER, MARINE CORPS SYSTEMS COMMAND. COMMARCORSYSCOM
has the responsibility, authority and accountability for all
Marine Corps acquisition programs. COMMARCORSYSCOM plans and
manages Marine Corps acquisition programs and implements DoD
acquisition policy within the Marine Corps. Specific tasks
related to the CDP are to:

1. Serve as the sole organization responsible for the
execution of program management during the RD&A process and for
life-cycle management of all ground tactical weapon systems and
equipment.
2. Coordinate with CG MCCDC to ensure that acquisition programs
are developed to fulfill validated requirements.
3. Approve ACAT IV COEA proposals.
4. Provide technical assistance in the conduct of the COEA and,
for those programs beyond Milestone I, either conduct the
analysis or monitor a contractor-performed analysis.
5. Provide the Life Cycle Cost Analysis, projecting the total
cost to the Government of a system, to include the cost of
development, acquisition, operation, support, and where applicable,
disposal.
6. Execute the Foreign Military Sales program for the Marine
Corps and coordinate associated training requirements with
CG MCCDC.
7. Conduct Science and Technology activities in support
of Marine Corps requirements in coordination with other Service
agencies and civilian sources.
8. Provide organizational representation to the Remedial
Action Program.
9. Provide organizational representation to the Studies
Program Review Committee.

2010. COMMANDERS, FLEET MARINE FORCES. The focus and
purpose of the CDP is the fielding of combat-ready MAGTF's;
manned, trained and equipped to execute current and future FMF
missions. As the ultimate recipients of the products of the
process, FMF commanders provide feedback during the development of
solutions to deficiencies and certification of the operational
effectiveness of fielded solutions. Specific FMF commanders' Combat
Development responsibilities include:

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1. Coordinating with CG MCCDC to identify, review, and validate operational requirements. Requirements identified outside of formal review processes such as the rewrite of the MCMP or the conduct of MAA's will be submitted to CG MCCDC using either the FONS or the MCLLS.
2. Coordinating with subordinate commanders and the Supporting Establishment in establishing priorities of requirements and allocation of assigned resources.
3. Coordinating Marine Corps requirements with the CINC's through the Integrated Priority Lists.
4. Providing support for the operational testing of new concepts, equipment, and systems.
5. Serving as the primary Marine Corps representative to the unified commanders on Marine Corps planning, programming and budgeting issues.
6. Developing MEF Campaign Plans/Commander's Guidance, as appropriate, to support CINC and Service goals.
7. Establishing and maintaining tracking cells to ensure continuity of input for all FMF initiatives.
8. Providing organizational representation to the FMF PEG.
9. Directing the Force Remedial Action Program and forwarding validated deficiencies to CG MCCDC.

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MARINE CORPS COMBAT DEVELOPMENT PROCESS

APPENDIX A

COMBAT DEVELOPMENT TERMS

Billet Sponsor. The billet sponsor is the structure sponsor who has responsibility for a single billet or block of billets in a Non-FMF T/O to include external billets.

Concept. A notion or statement of an idea, expressing how something might be done or accomplished, that may lead to an

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accepted procedure. (Joint Pub 1-02)

Concept Based Requirements System (CBRS). CBRS is an orderly system for determining or identifying requirements based on concept(s) for the accomplishment of institutional missions, objectives or roles. CBRS is an integral part of the Marine Corps Combat Development Process. It supports the identification and prioritization of requirements for Marine Corps program development. CBRS meets the requirements of the Goldwater-Nichols Act, and the recommendation of the 1986 Packard Commission, for defense budgets to be based on operational concepts.

Combat Development Process (CDP). An integrated process that is based on operational and functional concepts to formulate warfighting requirements, implement efficient and effective programs and establish operational capabilities in support of combat ready MAGTF's. CDP includes the continuous examination and evaluation of Marine Corps combat capabilities and concepts to determine deficiencies and identify new concepts and required capabilities.

Deficiency. A shortcoming in some aspect of a required capability, as specified in the Marine Corps Master Plan, identified through analysis, assessment or the formal studies program.

Education. The process of moral and mental development, the drawing out of students to initiate the learning process and bring their own interpretations and energies to bear - the product of which is a creative mind. The intent of the education process is to teach Marines how to think about warfare, as opposed to the training process, which teaches Marines how to practice warfare.

FMF Troop List. The FMF Troop List is a planning document that displays Marine Corps FMF structure with respective allocations of programmed manning. It is comprised of the approved FMF T/O's and the associated officer and enlisted manning projected throughout the Future Years Defense Plan (FYDP). Each year is depicted as of 30 September. Geographical location and other details are included for use in updating the FYDP. The FMF Troop List is the basic document used to develop current and out year staffing and manpower planning documents.

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Force Structure. Numbers, size, composition of the units that comprise our Defense forces; e.g., divisions, ships, and air wings. Programmed force evolves from the Marine Corps Master Plan, is refined through the Program Objective Memorandum (POM) process, and is approved as a final output of the POM. Programmed force structure is developed for each of the program years.

Force-Level Structure Sponsor. Force-level structure sponsors are responsible for balancing structure and manning resources and aligning organizations within their assigned area of sponsorship to meet required capabilities set forth in the Marine Corps Master Plan and related documents. The CG MCCDC is the force-level structure sponsor for the FMF. The DC/S M&RA is the force-level structure sponsor for the non-FMF and the Marine Reserve Force.

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Functional Area Analysis (FAA). A study or assessment, related to the Supporting Establishment, both formal and informal, conducted on a routine or one-time basis, performed at any level, outside the MAA process which leads to the identification of deficiencies or prioritization of requirements. (The matrices at Annex B and C of the Supporting Establishment Master Plan are examples of FAA formats). FAA's should be forwarded by the originating unit or activity via the chain of command to DC/S I&L, other appropriate HQMC sponsors, or CG MCCDC for consideration in developing the Supporting Establishment Master Plan or Marine Corps Master Plan and subsequent programming action.

Functional Concept. A concept which may be necessary to clearly explain implementation aspects of an operational concept. Functional concepts are subordinate to operational concepts and are aligned with functional areas such as fire support, command and control, and combat service support.

Functional-Level Structure Sponsor. Functional-level structure sponsors are designated by CMC and listed in MC0 5311.1. They are responsible for implementing approved Service plans and policy in their assigned functional area(s). They review and advise CMC on FMF, non-FMF and MARRESFOR structure and manning. They maintain applicable T/O's, T/E's and related manpower documents, including their respective portions of the FMF Troop List or the Non-FMF Manpower accounting System per force-level structure sponsor allocation decisions. They are the principal advocates for Marine Corps interests in their assigned area(s) of responsibility.

Manning Level. The authorized military strength for FMF and non-FMF units stated in the form of a percentage. Manning refers to those billets on a T/O designated by the functional-level structure sponsor to be "filled."

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Mission Area Analysis (MAA). A systematic process for the periodic examination of 20 (18 combat related and 2 support related) defined Mission Areas (MA). Its purpose is to determine deficiencies to be corrected that will result in combat ready MAGTF's. The MAA produces recommendations for new doctrine, organization, training and education, equipment, and facilities and support requirements. CG MCCDC is responsible for conducting the 18 war fighting MAA's and the Training MAA. DC/S M&RA is responsible for conducting the Manpower MAA.

MOS Specialists. MOS specialists are designated technical advisors for the Occupational Field sponsor.

Non-FMF. The non-FMF consists of operating forces and the supporting establishment. The non-FMF operating forces include Marine Security Guard (MSG) Battalion, Marine Corps Security Forces (MCSF), and other operational and special purpose forces as directed. The supporting establishment includes bases, stations, and civilian and military billets that are not organized under the FMF or non-FMF operating forces. The supporting establishment provides development, procurement, training, administrative and logistical support required to perform the U. S. Marine Corps mission.

Non-FMF Manpower Accounting System (NFMAS). The NFMAS is a planning document that displays Marine Corps non-FMF military

MC0 3900_15 MC Combat Development Process structure, with respective allocations of available manning. The NFMAS covers the FYDP. Each year is depicted as of 30 September. Unit/component identity, responsible functional-level structure sponsors, Monitor Command Codes (MCC) and other details are included for use in tracking non-FMF structure and manning decisions. The NFMAS data base is updated as T/O Change Authorizations are received.

Occupational Field (OccFld) Sponsor. OccFld Sponsors are responsible to the Functional-Level Structure Sponsor for management of their assigned OccFld's and supporting MOS's, exclusive of individual personnel assignment.

Operational Concept. Theories describing broad MAGTF warfighting capabilities. They must contain sufficient detail to provide the basis for determining new or revised doctrine, organization, training and education, equipment, or facilities and support requirements.

Program Objective Memorandum (POM). Product of the programming phase of the PPBS. The POM contains the substantive requirements for updating the defense program. Program development procedures are unique to each service. MC0 P3121.1, Marine Corps Planning and Programming Manual, details the Marine Corps programming process. The Marine Corps does not have a separate POM, but rather provides program input to the DON for incorporation in the DON POM process. Marine Corps submissions to the DON POM result from the CBRs.

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POM Working Group (PWG). The PWG is the forum that coordinates initial staff action for development of the Marine Corps input to the DON POM. It tracks the POM through the DON and DoD staffing levels, assisting as requested, until it becomes budget. The PWG also serves as an initial staffing forum to recommend programmatic decrement apportionment. The group draws membership from action officers representing selected members of the Commandant's committee and other representatives as desired. The PWG is chaired by a representative of the DC/S R&P.

Requirement. An established need based on a validated deficiency justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks.

Requirements Catalog. That portion of the Capability Review System which lists approved requirements in the categories of doctrine, training, education, organization, equipment, and facilities and support. These requirements will reflect actions required to overcome deficiencies identified as a result of the Combat Development Process. The catalog will also indicate the life cycle status of the requirement, such as current Milestone or draft publication.

Requirements Determination. Marine Corps application of the CBRs in the CDP results in the identification of requirements in the areas of: doctrine, organization, training and education, equipment, and facilities and support. The analysis of approved concepts leads to the identification of required operational capabilities. These requirements are further developed through an

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interdependent method that ensures complementary and compatible
program areas and MAGTF elements.

Structure. The billets allocated to a unit to accomplish the
mission for which it was developed. Not all billets are intended
to be filled in peacetime.

Table of Equipment (T/E). A T/E is an allowance document
promulgated by HQMC which lists equipment, by Table of Authorized
Materiel Control Number, that is required by Marine Corps units to
perform their mission as defined by respective T/O mission
statements.

Table of Manpower Requirements. An automated system which captures
and displays approved Marine Corps T/O's, T/O mission statements,
and other associated data. The current year (staffing year), plus
the next 6 years are depicted.

Table of Organization (T/O). A T/O describes the organizational
structure and manpower requirements of an activity in terms of
grade, MOS, series, weapon, and billet title for civilian and
military personnel. It is a basic document that describes, in
billet line detail, the composition of every Marine Corps
organization.

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Training. The conduct of instruction, discipline or drill; the
building in of information and procedures; and the progressive
repetition of tasks - the product of which is skill development
and proficiency.

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MARINE CORPS COMBAT DEVELOPMENT PROCESS

APPENDIX B

ACRONYMS USED IN THIS MANUAL

ACAT Acquisition Category
ACE Aviation Combat Element
ACMC Assistant Commandant of the Marine Corps
AC/S Assistant Chief of Staff
AIS Automated Information Systems
AS/N, RD&A Assistant Secretary of the Navy for Research,
Development and Acquisition
CBRS Concept Based Requirements System
CDP Combat Development Process
CE Command Element
CG MCCDC Commanding General, Marine Corps Combat
Development Command
CINC Commander in Chief
CMC Commandant of the Marine Corps

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COEA Cost and Operational Effectiveness Analysis
COMSEC Communications Security
COMMARCORSYSCOM Commander, Marine Corps systems Command
CPG Commandant's Planning Guidance
CRS Capability Review System
CSSE Combat Service Support Element
C4I Command, Control, Communications, Computers,
and Intelligence Department, HQMC
DC/S Deputy Chief of Staff
DNCPPG Department of the Navy Consolidated Planning
and Programming Guidance
DNS Doctrine Need Statement
DoD Department of Defense
DON Department of the Navy
DOS Department of State
DPG Defense Planning Guidance
FAA Functional Area Analysis
FDMC Fiscal Director of the Marine Corps
FMF Fleet Marine Force
FONS FMF Operational Needs Statement
FYDP Future Years Defense Plan
GCE Ground Combat Element
HQMC Headquarters Marine Corps
I&L Installations and Logistics Department, HQMC
IPL Integrated Priority List
JROC Joint Requirements Oversight Council
LA Lead Agent
MA Mission Area
MAA Mission Area Analysis
MAGTF Marine Air-Ground Task Force
MARCORSYSCOM Marine Corps Systems Command
MARFORLANT Marine Forces Atlantic
MARFORPAC Marine Forces Pacific

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MARRESFOR Marine Reserve Force
MCCDC Marine Corps Combat Development Command
MCLLS Marine Corps Lessons Learned System
MCMP Marine Corps Master Plan
MCSF Marine Corps Security Force
MEF Marine Expeditionary Force
MNS Mission Need Statement
MOP Memorandum of Policy
MOS Military Occupational Specialty
M&RA Manpower and Reserve Affairs Department, HQMC
MSG Marine Security Guard
NFMAS Non-FMF Manpower Accounting System
NGREA National Guard and Reserve Equipment
Appropriation
NMSD National Military Strategy Document
NSA National Security Agency
OccFld Occupational Field
ONS Organization Need Statement
ORD Operational Requirements Document
PEG Program Evaluation Group
PHSE Physical Security Equipment
POM Program Objective Memorandum
PPBS Planning, Programming, and Budgeting System
PP&O Plans, Policies, and Operations Department,

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HQMC

PRA Primary Review Authority

PRG Program Review Group

PWG POM Working Group

RAP Remedial Action Program

R&P Requirements and Programs Division, HQMC

SDS Solution Development System

SEMP Supporting Establishment Master Plan

SMCR Selected Marine Corps Reserve

SNS Support Need Statement

SOR Statement of Requirement

SPRC Studies Program Review Committee

T/E Table of Equipment

T&ENS Training and Education Need Statement

T/O Table of Organization

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